

Analysis of Productivity Improvement Act for Clinical Staff Working in the Health System: A Qualitative Study

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Abstract

Introduction: The productivity of healthcare staff is one of the main issues for health managers. This study explores the concept of executive regulation of Productivity Improvement Act of clinical staff in health.

Methods: In this study phenomenological methodology has been employed. The data were collected through semi-structured interviews and focus group composed of 10 hospital experts and experts in human resources department working in headquarter of Mashhad University of Medical Sciences and 16 nursing managers working in public and private hospitals of Mashhad using purposive sampling. Findings were analyzed using Colaizzi's seven step method.

Results: The strengths of this Act included increasing spirit of hope in nurses, paying attention to quality of nursing care and decreasing problems related to the work plan development. Some of the weaknesses of Productivity Improvement Act included lack of required executive mechanisms, lack of considering nursing productivity indicator, increasing non-public hospitals problems, discrimination between employees, and removal of resting on night shifts. Suggestions were introduced to strengthen the Act such as increased organizational posts, use of a coefficient for wage in unusual work shifts and consideration of a performance indicator.

Conclusion: The results may be used as a proper tool for long term management planning at organization level. Finally, if high quality care by health system staff is expected, in the first step, we should take care of them through proper policy making and focusing on occupational characteristics of the target group so that it does not result in discrimination among the staff.

Keywords: productivity improvement Act, health care system, clinical staff, Iran

1. Introduction

The main basis of each organization is its human resource. The role of human resource is not only in the organization level, but also its role has expanded from a small economical unit to the national level (Pohjola, 2010). The relationship between human resources and performance has been widely researched over the last twenty years, especially in the USA (Arthur, 1994; Osterman, 1994; Huselid, 1995; MacDuffie, 1995; Koch & Mcgrath, 1996) and in the Great Britain (Guest & Hoque, 1994; McNabb & Whitfield, 1997; Guest, 1999), where a number of research studies lead us to understand this relationship. The main outcome of these studies has been the recognition that human resource management has considerable impact on organization's competitive capacity (Delery & Doty, 1996; Golinelli et al., 2005).

The low individual productivity in the governmental agencies has caused to pay attention to the human resource